

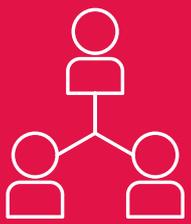
FACTORIES OF IMAGINATION

CAPACITY BUILDING PROGRAMME: KEY INFORMATION

TRANS EUROPE HALLES is a European network of grassroots cultural centres in repurposed buildings with more than 135 members in 39 countries.

FACTORIES OF IMAGINATION: INVESTING IN CULTURAL CHANGEMAKERS was a 4-year project to increase the organisational resilience of artist and activist-led cultural centres who repurpose Europe's industrial buildings for culture. The Capacity Building Programme (CBP) was one of 3 objectives in the Factories of Imagination (FOI) project (2017 to 2021) funded by Creative Europe's Culture Sub-programme (Support to European Networks) and led by Trans Europe Halles (TEH). To achieve the aims of the 5 different programme strands, TEH co-ordinated stand-alone events and projects in addition to weaving activities into the network's established programme of conferences and camp meetings, exceeding target participation numbers in all 4 years.

61
ACTIVITIES
& EVENTS



WITH
700
PARTICIPATIONS



INVOLVING
PEOPLE FROM
38
COUNTRIES



BUSINESS MODEL DEVELOPMENT

"The most valuable aspect was connecting with other member centres, hearing about different experiences, models and strategies, and feeling a sense of solidarity from being part of the network. As a new member, it was useful to connect with other member centres and to understand the scope of the network."

"We have listened to other business models, so we're kind of primed if we need to potentially rethink our business model (because of the pandemic)... A lot of the information that I heard (in the Shared Recovery Programme) can feed into the process."



10
WORKSHOPS
& EVENTS



82
PARTICIPATIONS



8
E-LEARNING
BLOCKCHAIN VIDEOS

ORGANISATIONAL DEVELOPMENT

"They (the project leaders) integrate the human factor and the emotional factor into the organisational model. I think this is absolutely needed because cultural and creative activities are very value-based, both on a commonly shared vision of the world or value-based in the sense that there's a big importance for the emotional value that the experience each individual has inside the organisation.... It's very interesting to see not so much linear, rational thinking, but it's more associative, metaphorical imagery that enhances a process to find solutions in a creative way and not just matching an external model.... I think that this is a very powerful tool and very effective."



16
WORKSHOPS,
EVENTS
& PROJECTS



110
PARTICIPATIONS



THE PENGUIN
PROJECT
BOOK
AND
WEBSITE

START-UP SUPPORT PROGRAMME

"It's a transformative experience. It improves your decision making, your internal governance, (helps you) deal with the ownership issues – and it shows you the solidarity of this very specific connected field of culture."

"Before (the SUSP), we didn't realise that others have the same problems. Now we experience people who trust and listen, which gives us the feeling of belonging to a larger community, who can always help. The start of the TEH Eastern Hub is a good thing. We connect to other centres in the region and pass on our knowledge to newer members."



13
START-UP
ORGANISATIONS



9
COUNTRIES



13
MOVING IN,
MOVING ON
PUBLICATIONS



1
METHODOLOGY
PUBLICATION

LEADERSHIP PROGRAMME

“Looking at the workshop from a distance of one year [later], I see that the workshop marked the beginning of several substantial changes. Professionally – the workshop started a deeper process of reflecting on what had bothered me in my work relationships and kept [me] from going further and used that experience to start a new project with a potential to transform these things both for myself and others.... Personally – the last year has been filled with much more self-compassion and self-care than before, in which the workshop also played a big role.”

“It was a very different approach to leadership, compared to the most leadership courses, which for me suited very well, in the right moment of my personal development. It was also of great support to have such an open and honest environment to share each other’s struggles, without feeling alone.”



21

LEADERSHIP COURSES
AND WORKSHOPS



204

PARTICIPATIONS

ARTS EDUCATION PLATFORM

“Being part of the platform and have this human contact with people, for me it was the most valuable thing – to go into the seminars, to participate in online meetings, participate in the workshops during the conferences – that’s brought me a lot of inspiration to do my work better than I was doing before.”

**SUCCESSFUL BID TO ERASMUS+
TO SUPPORT THE ARTS EDUCATION HUB**



7

WORKSHOPS
& EVENTS



3

STUDY VISITS



181

PARTICIPATIONS



2

PUBLICATIONS

KEY ACHIEVEMENTS AND LEARNING FROM THE CAPACITY BUILDING PROGRAMME EVALUATION

The cultural workforce has an ongoing need for professional development and intellectual nourishment that they get from the sharing of knowledge and experience with other network members. The relationships and human connections that are enabled through Capacity Building Programme activities are very important to members, supporting their wellbeing and helping them to do their work better.

Peer learning from other network members and outside expertise are both valued by members – TEH should continue to support a balance of both kinds of professional development for cultural workers.

Being internationally networked has local benefits for cultural centres, particularly for the Start Up Support Programme organisations who not only value the expertise, advice and support of the consultants they’ve worked with, but also appreciate the gravitas that being part of Trans Europe Halles brings to their negotiations with municipal authorities and landlords.

‘Translating’ business sector practices for the cultural sector is core to CBP activities – adapting business models goes beyond developing a new vocabulary but involves transforming organisational structures and working practices in a way consistent with the values of members which are often counter to traditional organisational hierarchies.

Cultural workers value the different approaches to leadership development the CBP has offered. Leadership courses and workshops that focus on individuals’ personal development are valued, although the majority of people find it difficult to then utilise their learning in their cultural centres. The approach of the Bottom-up Leadership workshops, where member organisations host local workshops and select a leadership topic and coach, was very effective. Cultural centres selected a wide range of leadership development topics and workshop formats that were specific and relevant to their current needs and individual situations.

It is important to members that the values they bring to running their cultural centres are also considered in the TEH network activities (for example: peer-learning, commoning, non-hierarchical organisational structures).

The CBP itself has been resilient to change and agile in how it has responded to limits on international travel and public gatherings. Although digital ways of working have enhanced participation, it was the necessity caused by COVID-19 that spurred the move to online learning and participation.

The CBP was managed by the TEH co-ordination office effectively: the programme responded to network members’ contributions, enabling them to shape programme activities whilst also retaining and meeting the overall FOI goals.

For more information and to see some of the resources created during FACTORIES OF IMAGINATION: www.teh.net